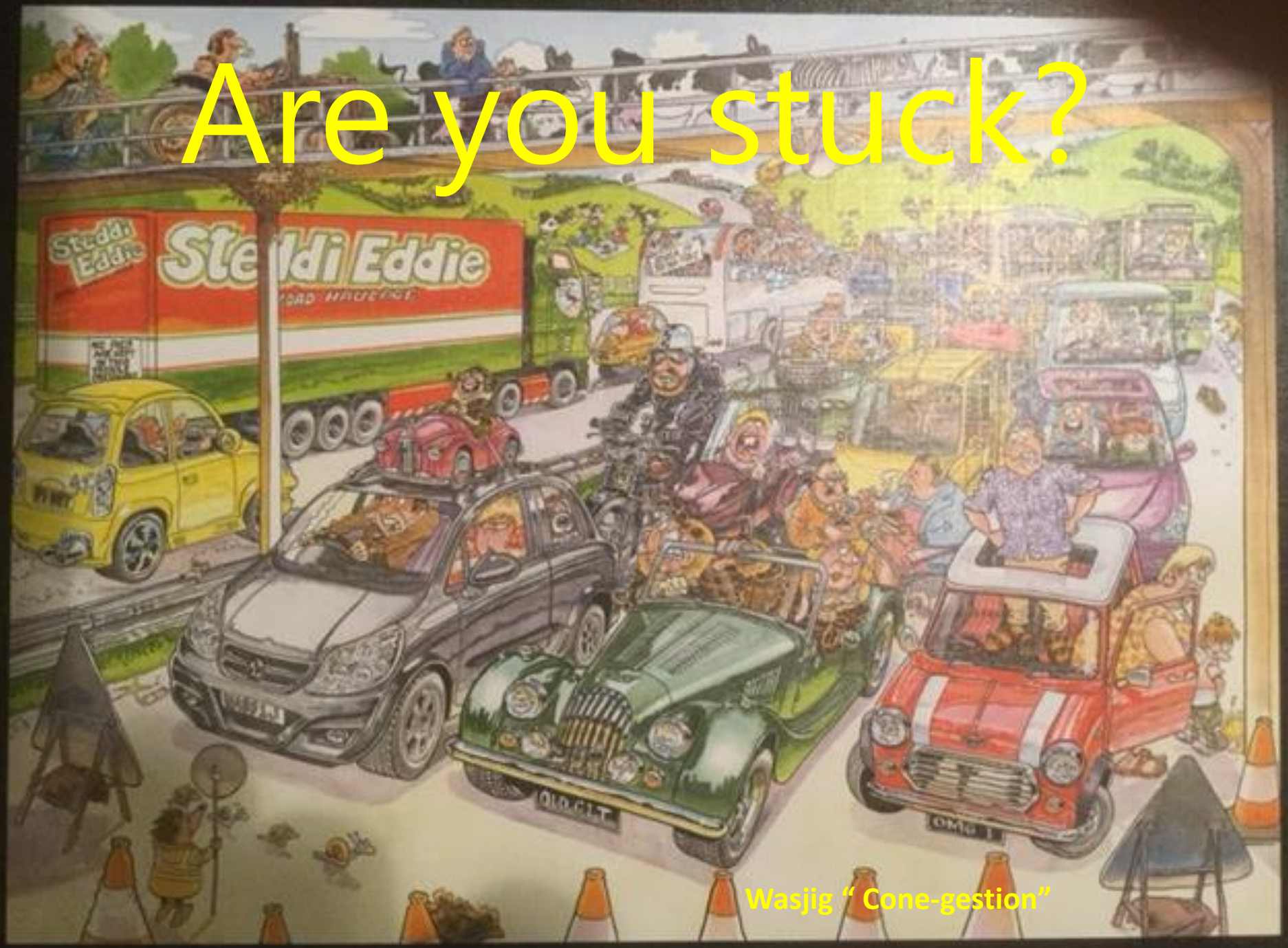
Looking forward to fix flow

Sasha Karakusevic
NHS Horizons

@Karas01

Are you stuck?



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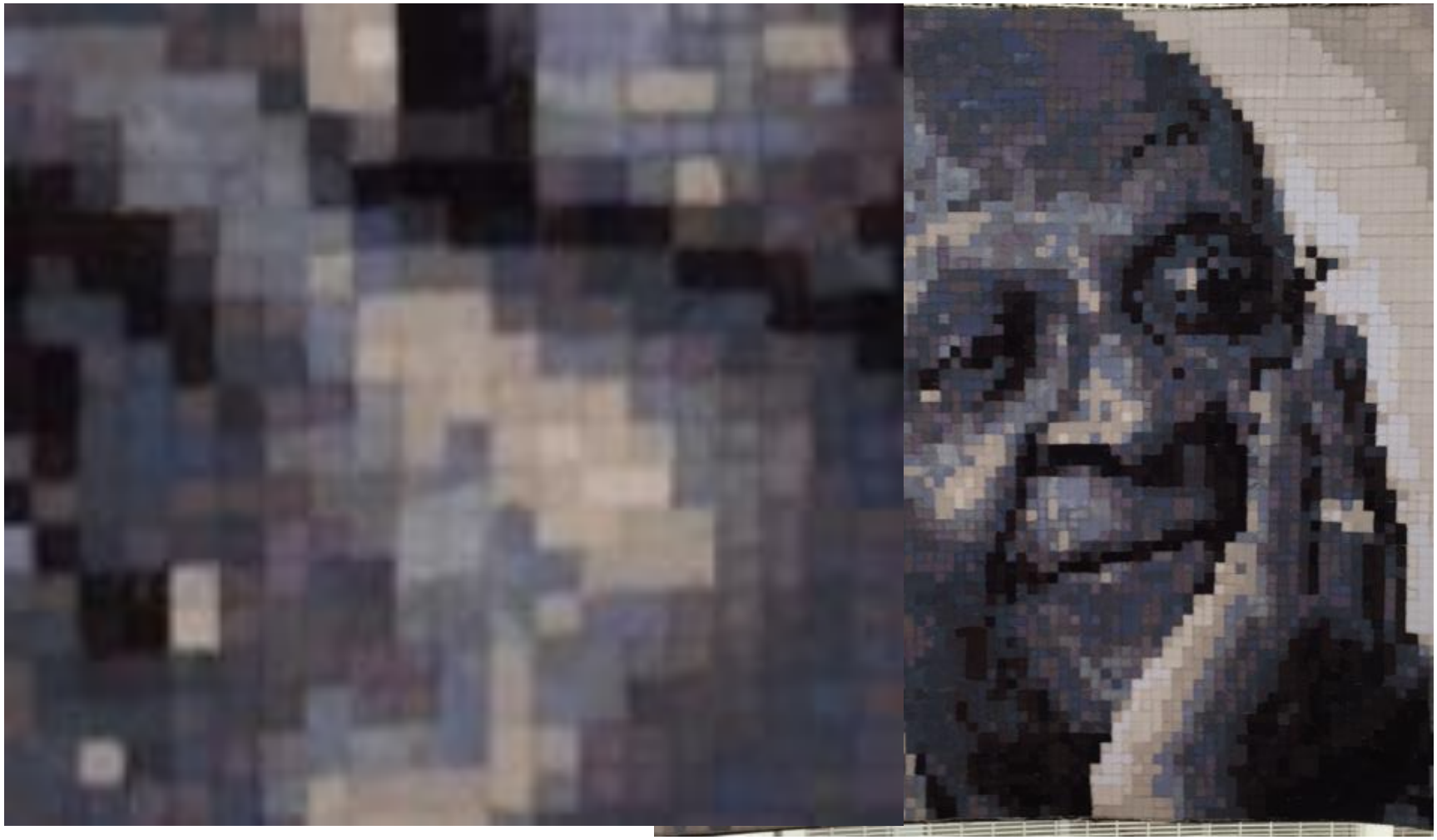
Detail and the big picture matter



Choice or lack of planning?

What level of detail do we need?

- How many phone calls are needed to transfer a patient?
- How many questions do your teams ask patients?
- How many patients can your junior doctors see per hour?

The greatest danger today is **NOT** micro-managing: it is **MACRO-LEADING**

Henry Mintzberg

evidence for
better health care

nuffieldtrust

Understanding patient flow in hospitals

www.nuffieldtrust.org

Flow depends on

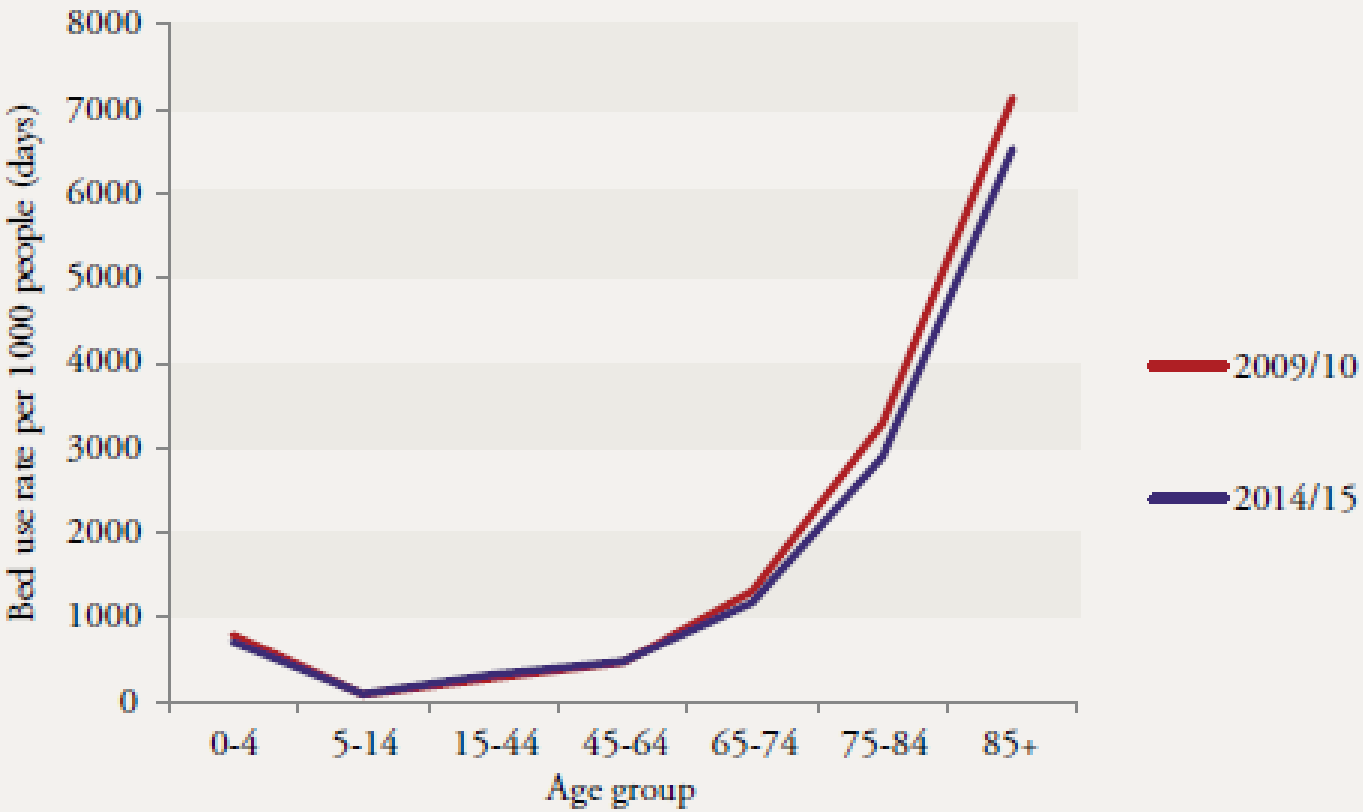
Linking to produce a coherent system level strategy:

Defined population
Appropriate capacity
An efficient process

Source: Sara Adi Kreindler BMJ Qual Saf 2016 doi:10.1136/bmjqs-2016-005438

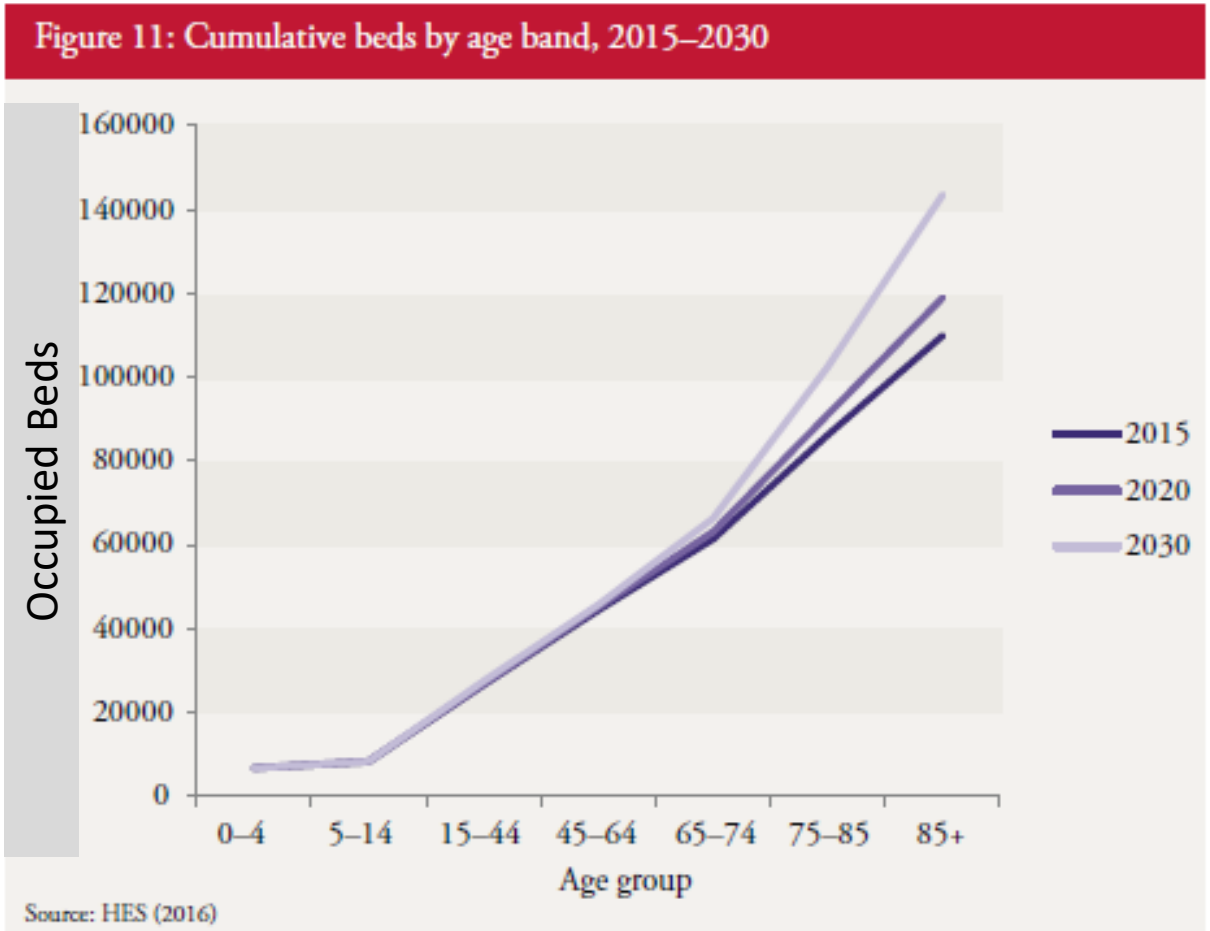
Population change

Figure 10: Bed use per 1,000 people, 2009/10 and 2014/2015



Source: HES (2016)

Mind the gap



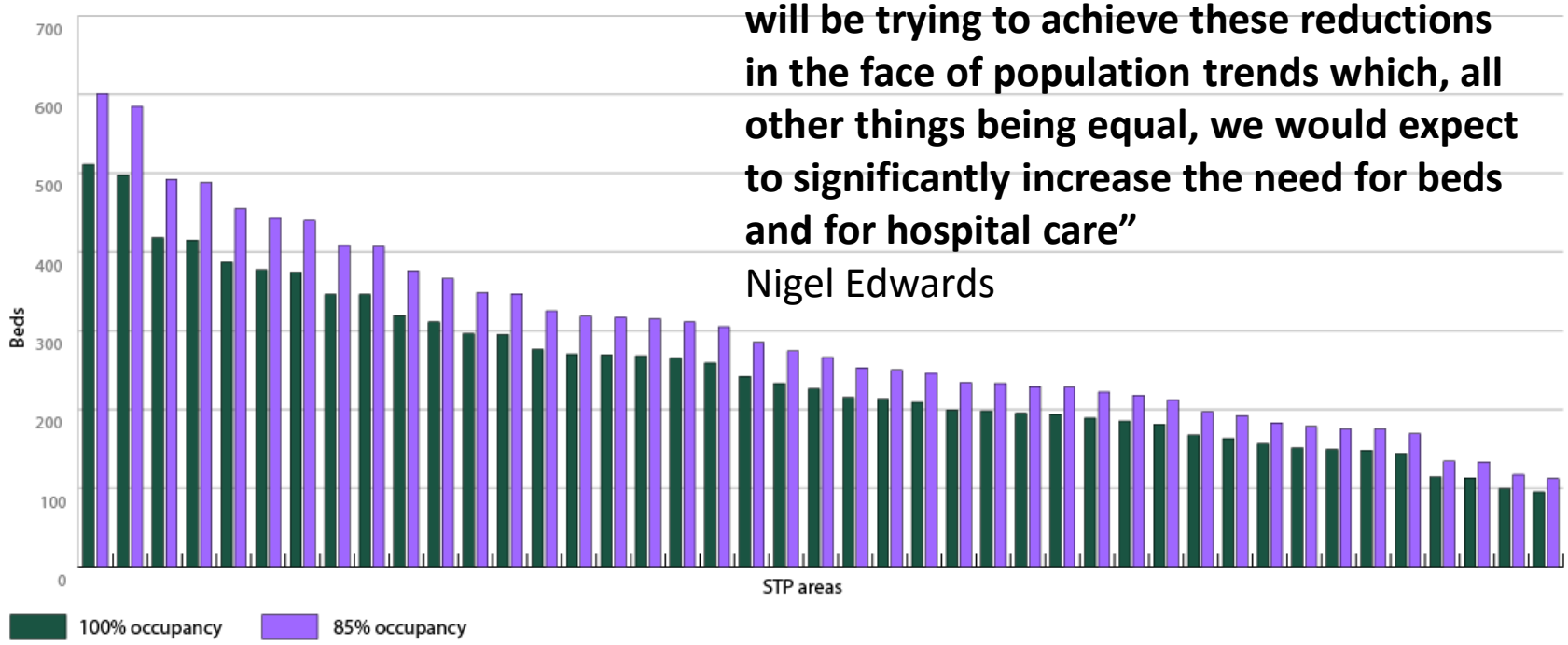
EDs are admitting a similar proportion of patients to hospital despite increases in the complexity and acuity of presenting patients. Without these threshold changes, the number of emergency admissions would have been 11.9% higher than was the case in 2015.

http://emj.bmj.com/content/early/2017/09/12/emermed-2016-206213

Additional beds required by 2020 by STP

"The data we examined shows that STPs will be trying to achieve these reductions in the face of population trends which, all other things being equal, we would expect to significantly increase the need for beds and for hospital care"

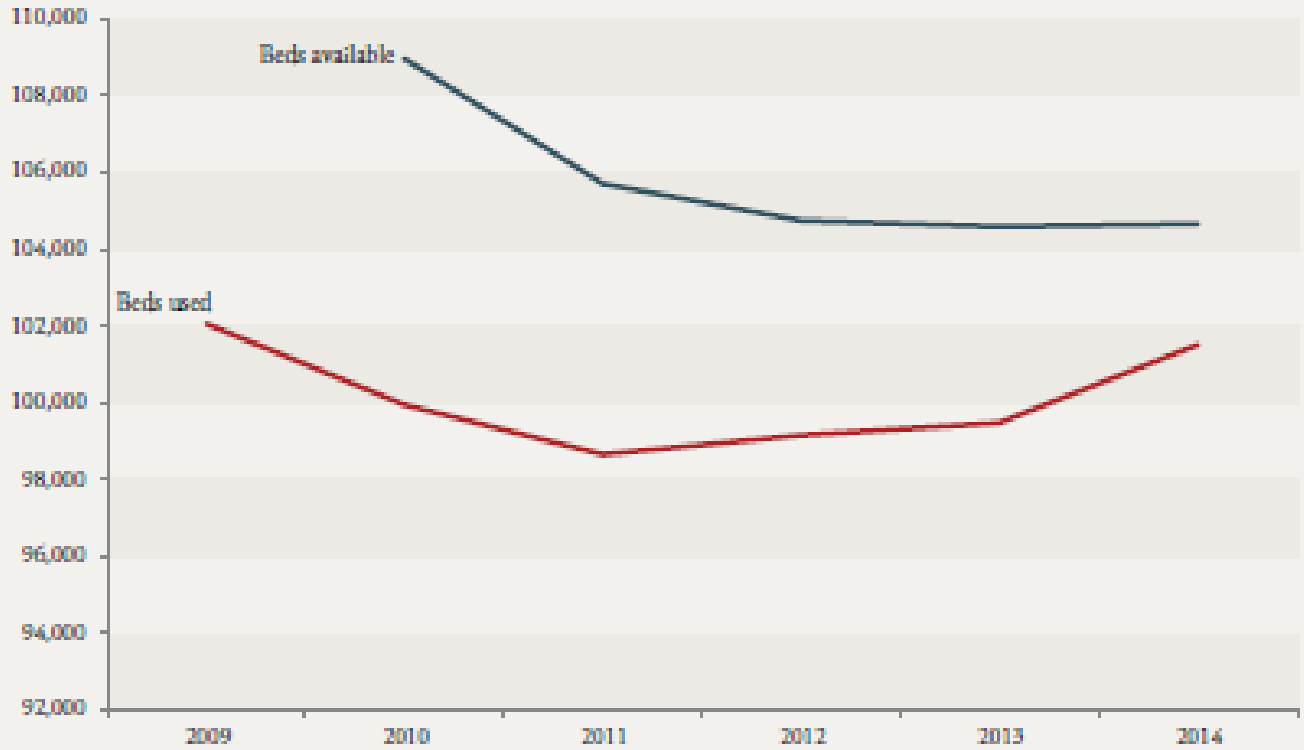
Nigel Edwards



http://www.nuffieldtrust.org.uk/news-item/will-the-nhs-really-need-fewer-beds-in-the-future

Demand and capacity aren't matched

Figure 8: Number of available beds versus number of beds used, 2009–2014



Source: NHS England (2016b)

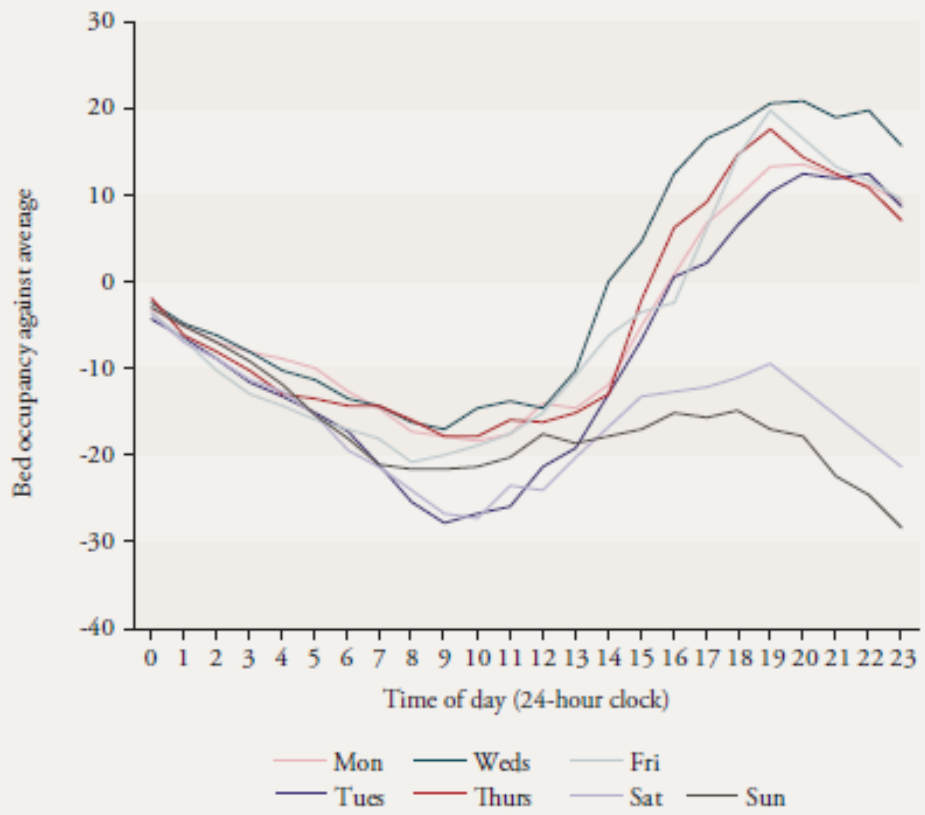
Complex system in operation

Is this learned helplessness?

Will driving faster solve the flow problem?

Measure at midnight or by the minute?

Figure 4: The daily and weekly cycle of bed occupancy



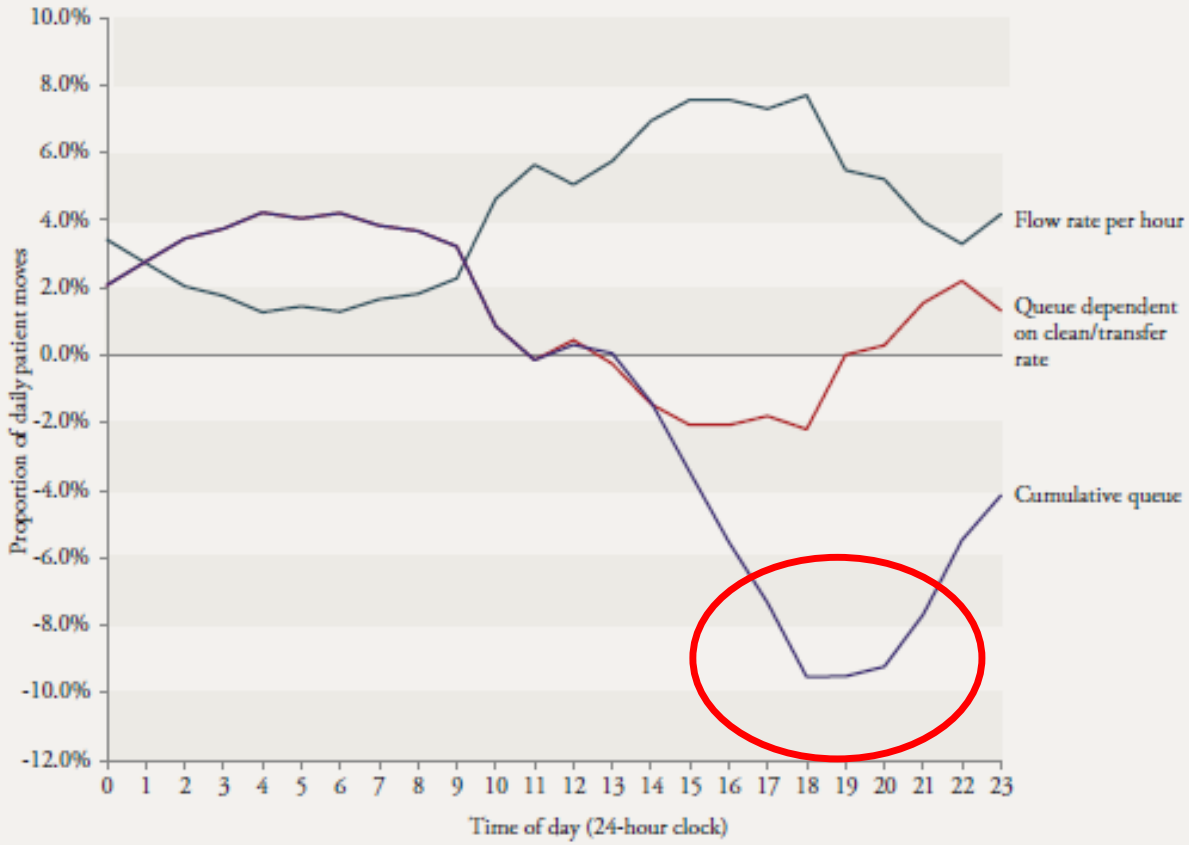
Negative numbers indicate higher bed use. Source: HES (2016)

Peak <u>occupancy</u> occurs in the morning but peak <u>flow</u> occurs between 2 and 7 pm

Can your systems keep up?
Where are the constraints?
Can you measure them?

Queues build up rapidly if supply and demand are not matched

Figure 5: Example flow scenario over the course of a day



Queuing is occurring where numbers are negative. Source: HES (2016)

Almost 2 hours waiting time is added to arrivals in the early evening

Does your bed change team work like this?

Control and command centres work

Times between admission and inpatient bed occupancy decreased by 37 per cent (Blanchard and Rudin, 2015) and length of stay reduced from 5.75 days to 4.66 days, freeing up 80 additional beds per day.

In 2017, performance to date shows:

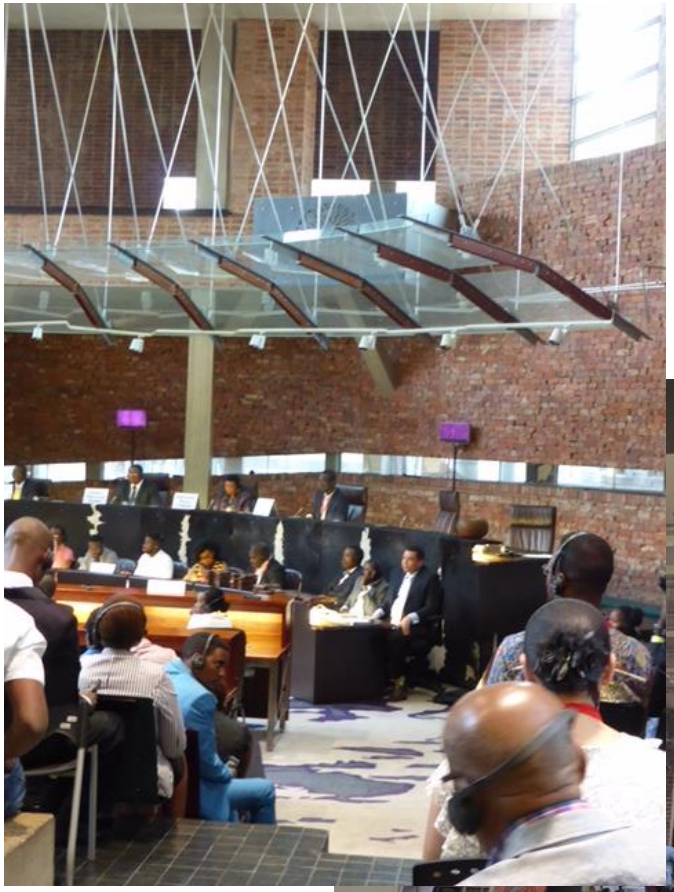
- housekeeping total turnaround time is under an hour
- the discharge window (i.e. time between the discharge order and actual discharge) is 2.4 hours, down from 9.25 hours in 2012
- those who left A&E without treatment is down to 1.3 per cent from 4.25 per cent.

Castle-Clarke, S (2017), "*Managing patient flow and improving efficiencies: The role of technology*", Nuffield Trust long read https://www.nuffieldtrust.org.uk/news-item/managing-patient-flow-and-improving-efficiencies-the-role-of-technology

"Mutual learning is only possible when all participants are willing to be wrong … willing to learn, to explore new ideas, to go off the map, out of the known, and together grope in the shadowy corners of new ideas, new plans, new territories."

– Nora Bateson (from *Small Arcs of Larger Circles*)

Decision making in a complex environment



Listen very carefully to stories
Put the elements together
Adopt a structured and non-hierarchical approach

After years of intensive analysis, Google discovered that the key to high performing teams that deliver change is **psychological safety**

Team Chemistry

Pioneers: Possibilities, energy, imagination
Guardians: Stability, rigor, order
Drivers: Challenge, momentum
Integrators: Connection, togetherness
From HBR R1702B (March- April 2017)

Tips for building psychological safety

1. **Approach conflict as a collaborator**
2. **Speak human to human**
3. **Anticipate reactions and plan countermoves**
4. **Replace blame with curiosity**
5. **Ask for feedback on diversity**
6. **Measure for psychological safety**

From HBR 24/8/17 Laura Delizonna

Project Aristotle:
https://www.youtube.com/watch?v=UfGiCnhdU78&feature=youtu.be&list=PLHEw3ja-xoaZybvz9f0b1_6bJyG7zZO6L

What has changed in your world since last winter?

Some examples might include…

- Demand?
- Capacity… decision making?
- Relationships?
- Workforce?
- Attitudes & Behaviour?
- Culture?
- Service redesign?
- D2A & safer…

Are they reflected in your 2017 winter plans…

Key lessons

1. Acknowledge the problem

2. Invest time to understand and articulate both the PROBLEM and OBJECTIVES

3. Involve ALL important parties

4. TIME is an essential resource

Source: OECD Systems approaches to public sector challenges
(http://dx.doi.org/10.1787/9789264279865-en)

In *complex* systems systematically finding and addressing the biggest constraints is the way to progress

Time to remove the blockages

Sasha Karakusevic

@karas01

Sasha.karakusevic@nhs.net